

*Slattery*

EIGHTEENTH CONFERENCE OF SYSTEM SUPERINTENDENTS AND MANAGERS

OUR JOB

Tuesday, September 23, 1941 Harry Slattery, Administrator 10:00 - 10:30 a.m.

- I. MAKE YOURSELF AT HOME
- II. USING THE OLD-FASHIONED DISCUSSION METHOD
- III. HOW YOUR REGION STACKS UP WITH THE OTHER ONES?
- IV. THE SIZE OF THE REA PROGRAM
- V. WE ARE LEARNING MUCH FROM EACH OTHER
- VI. JUST GLANCE BACK AT WHERE WE STARTED
- VII. HOW FINANCIALLY SUCCESSFUL ARE THE REA SYSTEMS?
- VIII. HOW WELL DO REA MEMBERS PAY?
- IX. THE JOB THAT LIES AHEAD
- X. PIONEERING AMERICA CANNOT DO LESS THAN EUROPE
- XI. REA AN INTEGRAL PART OF AGRICULTURE
- XII. THE NATIONAL CRISIS THAT CONFRONTS AMERICA
- XIII. PRESIDENT ROOSEVELT'S VIEWS ON THE REA PROGRAM
- XIV. CONCLUSION

THE NATIONAL COMMISSION ON GOVERNMENT REFORMS AND REORGANIZATION

ONE JOB

Friday, September 22, 1939. Henry B. Smith, Administrator, U.S. Office of Government Reform, Washington, D.C.

THE ONE JOB AT HOME

- I. USING THE ONE-REFORMED DISCUSSION METHOD
- II. HOW YOUR REFORM ATTACKS UP WITH THE OTHER ONES?
- III. THE FIRM OF THE NEW PROGRAM
- IV. WE ARE LEARNING MORE FROM EACH OTHER
- V. JUST GLANCE AT THE NEW WE STARTED
- VI. HOW WILL WE BE ABLE TO ACHIEVE THE NEW STATEMENT?
- VII. HOW WILL WE BE MEMBERS DAY?
- VIII. THE JOB THAT LIES AHEAD
- IX. PROTECTING AMERICA CANNOT DO LESS THAN EUROPE
- X. NEW AN INTEGRAL PART OF AGRICULTURE
- XI. THE NATIONAL CRISIS IN CONGRESS AMERICA
- XII. PRESIDENT ROOSEVELT'S VIEW ON THE NEW PROGRAM
- XIII. CONCLUSION



## EIGHTEENTH CONFERENCE OF SYSTEM SUPERINTENDENTS AND MANAGERS

### OUR JOB

Tuesday, September 23, 1941 Harry Slattery, Administrator 10:00 - 10:30 a.m.

#### I. MAKE YOURSELF AT HOME

This is your headquarters. We want to cut out all formalities, and like mutual friends, resolve all our problems in an atmosphere of friendly understanding. We want all of you to feel perfectly at home.

#### II. USING THE OLD-FASHIONED DISCUSSION METHOD

In the REA we not only believe in democracy, but we also practice it. Throughout this Conference, we want to use the give-and-take discussion method. No dictatorship on our part and we hope, not on your part as well. Let us continue to use the open and above-board method of free and full discussion on all the problems that arise.

# EIGHTEENTH CONFERENCE OF SYSTEM SUPERINTENDENTS AND MANAGERS

OUR JOB

Monday, September 25, 1944 Harry Siattary, Administrator 10:00 - 10:30 a.m.

## I. MAKE YOURSELF AT HOME

This is your headquarters. We want to cut out all formalities, and like mutual friends, resolve all our problems in an atmosphere of friendly understanding. We want all of you to feel perfectly at home.

## II. USING THE OLD-FASHIONED DISCUSSION METHOD

In the REA we not only believe in discussion, but we also practice it. Throughout this Conference, we want to use the give-and-take discussion method. We place our relationship on our part and we hope, not on your part as well. We want to use the open and above-board method of free and full discussion and all the problems that arise.



### III. HOW YOUR REGION STACKS UP WITH THE OTHER ONES

In your region, under present plans, it will have over 35,000 miles of line under allotments of almost \$32,000,000 to bring rural electric service to over 99,000 members. If we employ the general farm figure of 5 to the household, in this region there are represented almost 500,000 persons. (See information on blackboard - Column "A")

### IV. THE SIZE OF THE REA PROGRAM

Today we have 823 systems in 45 states, the Virgin Islands and Alaska. Over \$370,000,000 are to be allotted for over 354,000 miles of line to serve over 1,000,000 members. At 5 to the family, this means that some 6,000,000 persons are to be served by REA systems. (See information on blackboard - Column "B").

### III. HOW YOUR REGION STACKS UP WITH THE OTHER QUES

In your region, under present plans, it will have over 35,000 miles of line under allotments of almost \$22,000,000 to bring rural electric service to over 99,000 members. If we employ the general farm figure of 3 to the household, in this region there are represented almost 300,000 persons. (See information on blackboard - Column "A")

### IV. THE SIZE OF THE REA PROGRAM

Today we have REA systems in 45 states, the Virgin Islands and Alaska. Over \$370,000,000 are to be allotted for over 354,000 miles of line to serve over 1,000,000 members. At 3 to the family, this means 300,000 persons are to be served by REA systems. (See information on blackboard - Column "B").



V. WE ARE LEARNING MUCH FROM EACH OTHER

There is one principal purpose in calling you together in a Conference such as this. We want all of you to keep abreast of the fine accomplishments of every other system, in order that no stone shall be left unturned to make all REA systems a complete success.

VI. JUST GLANCE BACK AT WHERE WE STARTED

How inspiring it is to see the magnitude of our present accomplishments by glancing back and seeing from where we came. When we began in 1935 only one farm in ten was receiving central station service. Today, as a

result of the vigorous leadership of the REA, some three farms in ten are receiving such service. There is real accomplishment.

VII. HOW FINANCIALLY SUCCESSFUL ARE THE REA SYSTEMS?

All of you remember the early fairy tales of certain disaster that was predicted for each REA system. Well, what are the facts? Let us turn to the record.<sup>1</sup> Essentially it is a record of complete success for principal and interest due on practically all REA systems. The large advance payments greatly offset the petty amounts unpaid on an extremely few systems. As you yourselves helped to make it, you can be mighty proud of that fine accomplishment. Let's keep up this splendid record.

V. WE ARE LEARNING MUCH FROM EACH OTHER

There is one principal purpose in calling you together in Conference such as this. We want all of you to keep abreast of the fine accomplishments of every other system, in order that no stone shall be left unturned to make all RRA systems a complete success.

VI. JUST GLANCE BACK AT WHERE WE STARTED

How inspiring it is to see the magnitude of our present accomplishments by glancing back and seeing from where we came. When we began in 1937 only one farm in ten was receiving commercial station service. Today, as a

result of the vigorous leadership of the RRA, more than three times as many are receiving such service. There is real accomplishment.

VII. HOW FINANCIALLY SUCCESSFUL ARE THE RRA SYSTEMS?

All of you remember the early days of certain disaster that was predicted for each RRA system. Well, what are the facts? Let us turn to the record. Essentially it is a record of complete success for principal and interest due on practically all RRA systems. The large advance payments greatly offset the potty amounts unpaid on an extremely few systems. As you yourselves helped to make it, you can be mighty proud of that fine accomplishment. Let's keep up this splendid record.



#### VIII. HOW WELL DO REA MEMBERS PAY?

So much for the REA financial record on payments of interest and principal. How about delinquent accounts of members on the individual systems? Last year \$20,328,276.42 in electric bills were rendered by REA cooperatives. Of this sum, only \$64,002.07 or .315% remained unpaid on accounts 60 days or more overdue. The major portion of this amount will eventually be collected. Equally significant is the fact that during 1940 only \$6,281.50 was written off as uncollectible. This is equivalent to .031% of the total amount billed (only 31 cents for every \$1,000 billed ). This is successful financial achievement.

#### IX. THE JOB THAT LIES AHEAD

The REA program is a public program. We repudiated cream-skimming tactics by the private utilities. Consequently, we must reach out, and within the economically feasible limits laid down by Congress, attempt to serve as many persons in the various areas as possible.

#### X. PIONEERING AMERICA CANNOT DO LESS THAN EUROPE

When we ask you to serve the maximum number of persons in rural areas, are we asking the impossible? A glance at pre-war Europe shows us plainly that this job can be done. For there, 55 to 100% of the rural areas generally were supplied with electric service.<sup>2</sup> (See information on blackboard - column "C").



VIII. HOW WELL DO REA MEMBERS PAY?

So much for the REA financial record on payments of interest and principal. How about delinquent accounts of members on the individual systems? Last year \$20,325,000 in electric bills were rendered by REA cooperatives. Of this sum, only \$4,002,070 or 19.7% remained unpaid on accounts 60 days or more overdue. The major portion of this amount will eventually be collected. Especially significant is the fact that during 1940 only \$6,281.50 was written off as uncollectible. This is equivalent to .001% of the total amount billed (only 21 cents for every \$1,000 billed). This is successful financial achievement.

IX. THE JOB THAT LIES AHEAD

The REA program is a public program. It is a public program-aiming tactics by the private utilities. Consequently, we must reach out, and within the economical limits, to serve the rural areas as far as possible.

X. PIONEERING AMERICA CANNOT DO LESS THAN EUROPE

When we ask you to serve the maximum number of persons in rural areas are we asking the impossible? A glance at pre-war Europe shows us plainly that this job can be done. For there, 25 to 100% of the rural areas generally were supplied with electric service. (See information on blackboard -



## XI. REA AN INTEGRAL PART OF AGRICULTURE

As you know, REA is a vital and integral part of the Department of Agriculture. Under the able leadership of Secretary Wickard and the mighty fine staff of able executives who assist him, we are able to coordinate our program with the nation-wide agricultural program of the Department. This is having great and lasting benefits for all who are concerned.

## XII. THE NATIONAL CRISIS THAT CONFRONTS AMERICA

Throughout this Conference you will note that National Defense plays a dominant role. As you know, REA has been designated as an official National Defense agency. Already our systems are supplying electric service

either directly or indirectly for numerous branches of the armed fighting services and related defense matters. We know we can count upon the undivided loyalty of each one of you in all matters that relate to national defense.

## XIII. PRESIDENT ROOSEVELT'S VIEWS ON THE REA PROGRAM

It is a source of great pride and inspiration that our distinguished President takes such a fine, personal interest in the REA program. I would like to have you share with us the joy we all experienced when he wrote us at our last staff conference:

XI. THE AN INTEGRAL PART OF A RATIONAL FUNCTION

As you know, REA is a vital and important part of the Federal Government. Under the able leadership of Secretary Wickard, REA has been able to bring about a fine staff of able executives who conduct him, we are able to coordinate our program with the nation-wide agricultural program of the Department. This is having sound and lasting benefits for all who are concerned.

THE NATIONAL CRISIS THAT CONFRONTS AMERICA. VII.

With the D. I. Form necessary. Also all our systems are supplying electric service to you a home in the world. As you know, RMA has been designed to be a national

...directly or indirectly for numerous members of the armed fighting  
...and relief of suffering humanity. We know we can count upon the untiring  
...of each one of you in all matters that relate to national defense.

XIII. PRESIDENT ROOSEVELT'S VIEWS ON THE NEW PROGRAM



". . . . .I am happy on this occasion to send you . . . . . congratulations on another year's record of notable accomplishments. The records prove the effectiveness of a well-knit and seasoned organization.

"Each year has found increasing growth and continuing progress in rural electrification. For all of you . . . . . it must be a matter of primary satisfaction to know that your efforts are now bringing light and happiness to over seven hundred thousand rural homes in nearly every state of our Union. Such achievements lead us to believe that the day is near when the benefits of electricity will become a reality for nearly every farm family in the United States.

"There is also a very present other concern for the Rural Electrification Administration. The Congress has implemented a great program looking toward security of our country from aggression. In achievement of that end widespread availability of electricity is a major factor. The more than three hundred thousand miles of line now reaching into nearly every part of the country assist in no small degree the great national effort that must be made to preserve the principles of democracy. Therein lies another reason for the importance of the continued expansion of these lines as a vital necessity for total defense."





#### XIV. CONCLUSION

In conclusion, I want to take this opportunity for thanking you on behalf of this Administration for your outstanding loyalty and fidelity to your jobs that is doing so much to make every REA system succeed.

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In conclusion, I want to take this opportunity for thanking you on behalf of this Administration for your outstanding loyalty and fidelity to the job that is being so much to make every RMA system succeed.



NOTES:

1. Financial and Operating Statistics of all Systems to Which REA Had Made Allotments as of September 30, 1940.

You will note that the total interest due to the REA under system loans was \$3,031,141.38. However, the amount actually paid to REA was \$3,260,678.40. In other words, \$229,537.02 more was paid in interest than was actually due.

The same is true of principal due the REA on loans. The amount actually paid was \$3,052,563.63. The amount due was \$2,401,838.65. In other words, \$650,724.98 more of principal was paid to REA than was actually due.

So that when we find that \$40,035 of interest and \$81,473.99 of principal, or a total of \$121,508.99, was overdue on a few systems, this small sum is more than offset by the substantially greater amount of \$880,262.00 that was paid in interest and principal before actually due.

2. PERCENTAGE OF RURAL RESIDENTS OF OTHER NATIONS RECEIVING ELECTRICITY

Norway	- over 55%
Sweden	- 65%
Denmark	- over 85%
Japan	- 90%
New Zealand	- over two-thirds
France	- over 90%
Holland	- practically 100%

NOTES:

1. Financial and Operating Statistics of all Systems to which REA had made allocations of September 30, 1951.

The total amount of principal and interest due to the REA on loans was \$3,021,141.00. However, the amount actually paid was \$2,959,557.02 more than the principal and interest due.

The amount of principal and interest due to the REA on loans was \$3,021,141.00. The amount actually paid was \$2,959,557.02 more than the principal and interest due.

As of the end of the year we find that the amount of principal and interest due to the REA on loans was \$3,021,141.00. The amount actually paid was \$2,959,557.02 more than the principal and interest due.

2. FINANCIAL AND OPERATING STATISTICS OF THE NATIONS RECEIVING ASSISTANCE

Italy	- over 100%
Sweden	- over 100%
Denmark	- over 100%
Japan	- over 100%
How Zealand	- over two-thirds
France	- over 100%
Belgium	- over 100%